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An Integrated View of Knowledge Management Enablers, Components, and Benefits: Comprehensive Literature Review

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ABSTRACT

The key to success in the 21st century, knowledge-based economy, will be the effective and efficient management of knowledge. Knowledge Management (KM) has a direct impact on organizational success. KM in a knowledge-based economy entails growth, value, and improving living standards through knowledge creation, storage, and dissemination. This study aims to integrate KM enablers, components, and benefits into a single view through a comprehensive literature search. The integrative view of these three factors would facilitate the understanding of KM initiatives within organizations. This paper performs a comprehensive literature review to explain the KM enablers, components, and benefits. From the literature review, KM enablers have been explained in different ways. However, this paper categorized them into eight (8) classes: organizational culture, organizational structure, management support, champion support, design of KM strategy, performance and evaluation, training, and technologies.

Additionally, this study identified six (6) major components of KM: people, processes, technology, information/content, governance, and strategy.

In this study, the KM benefits were seen to support business organizations to achieve both process outcomes and organizational outcomes.

Keywords: Benefits, Components, Enablers, Integrative View, Knowledge Management

INTRODUCTION

The key to success in the 21st century, knowledge-based economy, will be the effective and efficient management of knowledge. Knowledge Management (KM) has a direct impact on organizational success. KM is about a knowledge economy that entails growth, value, and improving living standards through knowledge creation, storage, and dissemination (Kurtzman, 2013). KM plays an essential role by facilitating the survival of businesses through incorporating expertise, search, data, communication, and technology that deliver information to organizational employees and customers (Clark, 2020).

Recent studies have shown the increasing importance of KM to the digital workplace in almost all businesses. A typical example is the evolution of the digital workplace with KM (Clark, 2020). Organizations are seen depending on KM for reliable information, management, and guidance to adjust to the ‘new normal’ of the remote workforce (Gower, 2020). Organizations need to focus on KM technologies to support their remote working. This remote working will help employees find the answers to customer questions and respond to the customer queries in real-time. It will also support employees to know how to execute their jobs (Gower, 2020). It is evident that the recent pandemic has moved the organizational workforce to perform their job functions remotely, necessitating employees and customers to experience and evaluate the different technologies of various organizations (Weldon, 2020). Therefore, organizations need to use the right technologies to maintain organizational knowledge, especially, during this new remote workforce environment. One way to achieve this is to invest in new KM technologies that support remote employees and customer support service. This investment in new and sophisticated technologies and equipment would be a step forward for organizations to handle the demands of their remote workforce (Weldon, 2020). This study indicated that two-thirds of KM leaders believe that technology remains the key contributor and driver to change.

Most KM leaders accept the ‘digital transformation’ in their organizations due to new technologies such as AI (Artificial Intelligence) integrating the IoT (Internet of Things) (Trees, 2020). The growing demand for KM has facilitated the growth of a more courageous, proactive, and agile workforce in supporting organizations (Trees, 2020).

For organizations to deploy KM, they need to understand its components, its enablers as well as its benefits. Although previous research have studied and discovered the vital role of KM enablers, components, and benefits in organizations, most of these studies have segregated their examination and investigated them individually. For example, some studies found that KM enablers

include organizational culture, organizational structure, management and champion support, design of KM strategy, performance and evaluation, training, and ICT (Information & Communication Technology) (Zvobgo, Chivivi, & Marufu, 2015; Kothari, Hovanec, Hastie, & Sibbald, 2011;

Hofer-Alfeis, 2009; Kimble & Bourdon, 2008; Lee & Choi, 2003; Howells, 2000). Other studies in the literature have identified six (6) major components of KM as: People, Processes, Technology, Content/Information, Governance, and Strategy (Clark, 2020; Harper, 2019; Hietala, 2019; Abu Naser, Shobaki, & Abu Amuna, 2016; Williams, 2016; Hudson, Cohen, Ficks, & Steger, 2015; Zyngier, 2008; EESemi, 2005; Lee & Choi, 2003). A handful of studies discussed the KM benefits in business organizations (Matthews, 2020; Govender & Pottas, 2007; Alavi & Leidner, 1999). According to Alavi and Leidner (1999), KM supports business organizations to achieve both process outcomes and organizational outcomes.

The major objective of this paper is to provide an integrative view of KM enablers, components, and benefits through a comprehensive literature review.

LITERATURE REVIEW

Knowledge Management (KM) holds the intangible resources that add value to organizations. It also enables the understanding of organizational processes for better business survival in this unstable business environment due to the pandemic, high global tendencies, and the tough competition in the global market (Jelenic, 2011). KM promotes what professor Paul Rumer of the University of California at Berkeley calls 'knowledge economy' (Kurtzman, 2013). Kurtzman (2013) defines the knowledge economy as the intangible resource in organizations that provide growth, value, and improved standard of living through knowledge creation, storage, and dissemination. Therefore, knowledge is a vital strategic resource for a modern business to survive and can also be used as a strategic tool to gain competitive advantage.

Jelenic (2011) suggested that organizations must adjust to changes brought by the external environment to enhance and enrich their internal environment for better innovation, improved employee training, increasing competitiveness, increasing flexibility, business performance, and improving processes.

Experts in KM emphasize the effective utilization of organizational knowledge. The experts believe organizations generate a wealth of knowledge through management concepts, business ideas, processes, internal systems, engineering expertise, industry trends, customer and prospect information, and daily transactions. The experts opine that most of this essential knowledge within the organizations is locally managed by few groups within the organization, sometimes just a few individuals. This knowledge remains with the individuals who preserve

them, and organizations can lose this knowledge when these individuals retire or leave the organization (EESemi, 2005). With the excellent implementation of KM in an organization, this knowledge becomes available to everyone within the organization anytime. This knowledge classified and stored in KM systems can empower people to achieve organizational goals (EESemi, 2005). The effect of KM on organizational performance, survival, competitiveness, and profitability was studied and found to be a critical tool used by organizations to gain competitive advantage (Omotayo, 2015).

Definition of Knowledge Management

Knowledge Management (KM) is defined in many ways because it has been increasingly evolving and integrating the business strategies, processes, and goals. Many scholars define KM based on their perceived importance of KM to their works or activities. For example, Halawi, McCarthy, and Aronson (2017) look at KM from the technological viewpoint in which they see it as an essential tool enhanced by technology for organizational survival. They argue that advances in technology such as information technology have significantly enhanced KM activities by identifying better and easier ways to manage organizations' knowledge resources. The technology has provided organizations with tools to discover KM solutions (Halawi, McCarthy, & Aronson, 2017).

From an organizational view, KM is defined as the systematic process for organizations to create, identify, capture, obtain, secure, share, and control knowledge (Zvobgo, Chivivi, & Marufu, 2015). KM is a way to capture, store, and disseminate knowledge across the entire organizational structure. This knowledge can be a competitive advantage to organizations (Alawneh, Abuali, & Almarabeh, 2009). KM encompasses different organizational activities concentrating on the creation, storage, dissemination, and use of information and knowledge (Villalba, 2006). KM creates a knowledge-enabling environment where skills and learning are developed (Villalba, 2006).

Davenport and Prusak (2000) show that KM promotes a wide range of methods to capture, examine, categorize, save, distribute, and assess organizations' information assets. The information assets consist of employee experiences and expertise, databases management systems, files and documents, strategies, and procedures (Davenport & Prusak, 2000).

From a strategic view, KM is a critical tool that influences organizational performance, survival, competitiveness, and profitability (Omotayo, 2015). KM is a critical strategy that plays a vital role in an organization to accomplish a viable competitive advantage and even to operate and succeed in the current trend of a knowledge-based economy (Halawi, McCarthy, & Aronson, 2017). KM is a strategic tool for the organizational planning and management of knowledge

resources such as staff training, IT infrastructure, business process improvement, and practice communities (Kothari, Hovanec, Hastie, & Sibbald, 2011). KM plays a strategic role in helping businesses to survive, as it incorporates expertise, search, data, communication, and technology that deliver information and knowledge to organizational employees and customers (Clark, 2020). KM strategy is an action taken to harness organizational resources and their environment. It is also concerned with creating value by aligning with the overall organizational strategy (Du Plessis, 2007a). From the resource-based view, KM interconnects individuals with organization knowledge assets (i.e., information and knowledge sources), leadership, and human resource management (Zvobgo, Chivivi, & Marufu, 2015).

METHODOLOGY

This study aims to examine, explain, and integrate KM enablers, components, and benefits into a single comprehensive literature search and review. This study believes that the integrative view of the KM enablers, components, and benefits would help the successful implementation of KM initiatives within organizations. To achieve this aim, a general online search for these three items (i.e., KM enablers, components, and benefits) using Google search engine and Google Scholar was performed. Typical search bar terms are: 'KM enablers,' 'enablers of KM,' 'KM components,' 'components of KM,' 'KM benefits,' and 'benefits of KM.'

KNOWLEDGE MANAGEMENT ENABLERS

Knowledge Management (KM) enablers are the operational or service settings in an organization that is accountable for the success of a KM initiative and treated as the mechanism or factors for facilitating knowledge creation, sharing, application, and protection within the organization (Yang, Marlow, & Luc, 2009).

The literature review has shown several critical enablers in successfully implementing effective KM initiatives and techniques in organizations. Table 1 summarizes the key KM enablers identified from previous studies. KM enablers consist of organizational culture, organizational structure, management support, champion support, design of KM strategy, performance and evaluation, training, and technologies. It is important to note that organizational culture, organizational structure, management support, and technology are the most repeated KM enablers in the previous studies. A study has found that these KM enablers have been the main focus of contemporary research (Yang, Marlow, & Luc, 2009).

Table 1 gives a listing of the major KM enablers that were the focus of the corresponding research studies. However, this study has analyzed these enablers and found that they can be classified into eight (8) significant types: organizational culture, organizational structure, management support, champion support, design of KM strategy, performance and evaluation, training, and technologies (see figure 1). The eight (8) classifications of these KM enablers will simplify their understanding as the current works of literature have either abstracted them into few types that make it difficult for easy comprehension or broaden them to include subtypes, The following section discusses these eight (8) classes of KM enablers.

ORGANIZATIONAL CULTURE

This is the philosophy that emphasizes trust and openness within the organization. Some previous studies on organizational culture have identified the effect of trust in KM. For example, trust has been found to influence knowledge creation and exchange (Lee & Choi, 2003). It was found that people are willing to participate in knowledge sharing and exchange when trust is high (Nahapiet, 1998). Similarly, trust may expedite openness to knowledge exchange (Nelson & Coopridier, 1996). Another empirical study found lack of trust is a significant barrier to knowledge exchange

(Szulanski, 1996). Organizations with a shared culture and values find it easy to implement KM (Kothari, Hovanec, Hastie, & Sibbald, 2011). It is recommended that organizations treat people as a central resource and create an environment for knowledge sharing and teamwork. It was indicated that organizations with a sharing culture tend to have successful implementations of KM initiatives (Oliver & Kandadi, 2006).

Additionally, collaboration is seen as part of organizational culture that shows the degree of interaction among people who actively support each other to accomplish their work. Experts believe that a collaborative culture promotes the exchange of ideas that will increase openness among the employees. This can help organizations to achieve their goals as people can cultivate a mutual understanding of the organization's internal and external environments through supportive and reflective communication (Lee & Choi, 2003).

ORGANIZATIONAL STRUCTURE

This is a pattern of an organization's underlined preferences, needs, and goals. Organizations need an efficient organizational structure that promotes a culture that will facilitate knowledge creation and dissemination. An efficient organizational structure can be achieved through empowering employees to learn, partnership and collaboration, knowledge creation, and sharing culture activities (Kothari, Hovanec, Hastie, & Sibbald, 2011). Centralization, decentralization, and formalization are considered vital ingredients for organizational structure.

Centralization is the location of authority, decision-making, and control within an organizational entity (Lee & Choi, 2003). Centralization also implies the concentration of authority, decisionmaking, and control within a single level of power. It was found that centralized structure delays and obstructs interdepartmental communication and routine sharing of knowledge and ideas due to time-consuming communication channels (Bennett, 1999).

Decentralization is the distributed location of authority, decision-making, and control within an organizational entity. A study found that a decentralized organizational structure facilitates employees to participate in knowledge building process more naturally (Howells, 2000). Decentralization creates a participatory work environment that facilitates knowledge creation by motivating people in the organization to be involved in sharing ideas (Lee & Choi, 2003).

In contrast, formalization is a management and governance structure that determines the degree of decision-making authority and working relationships. Formalization comprises formal rules, standard policies, and procedures (Lee & Choi, 2003) that govern the functions of the organization.

A study found that knowledge creation requires flexibility and less emphasis on work rules (Lee & Choi, 2003).

MANAGEMENT SUPPORT

This is a process by which top management and executives support workers to apply their skills and capabilities in the organization. Management support is a vital resource in KM success in organizations that comprises a robust, reliable, and organized promotion of the KM initiatives (Kothari, Hovanec, Hastie, & Sibbald, 2011). A study found that management support is positively related to financial performance. The study further reports that a high KM culture in an organization results from perceived respect for employees and management support (Yang, Marlow & Luc, 2009).

CHAMPION SUPPORT

This is a selection of leaders that have the influential abilities to lead the KM initiative to its success within the organization. Organizations need to focus on employing and hiring employees that are optimistic about the knowledge-sharing culture, teamwork, and establishing good relationships with relevant individuals (Oliver & Kandadi, 2006). Organizations need to have good champions or sponsors who can lead and sponsor the KM initiatives successfully. Additionally, organizations should establish a relationship between the retiring champions (sponsors) and the new champions (successors) to fill in the gap of transition of power (Hofer-Alfeis, 2009).

KNOWLEDGE MANAGEMENT DESIGN STRATEGY

This is a holistic view of KM activities in the organization. The KM design must be interconnected to the business strategy through flexible and adaptable structures to the business environment changes (Du Plessis, 2007a).

PERFORMANCE AND EVALUATION

This is a process of determining the human relationships within the organization. Human-related factors play an essential role in determining KM initiatives' success in organizations that include interpersonal interactions and monetary and non-monetary incentives. To assess human resource performance, organizations should incorporate processes and procedures that provide standards for KM initiatives and explain the clarity of roles and responsibilities within the KM initiative (Du Plessis, 2007a).

TRAINING

This is the process of creating and building knowledge resources for the organization. Training provides skill and expertise to human resources of how the KM operate and function. Training is one of the motivating factors that encourage employees to contribute to KM initiatives and strategy development (Nissen, 2005). An empirical study identified that “the amount of time spent on learning is positively related with the amount of knowledge. For successful knowledge creation, organizations should develop a deeply ingrained learning culture and provide various learning means such as education, training, and mentoring” (Lee & Choi, 2003, p191).

TECHNOLOGY

This is the use of technologies in KM. The literature identified Information & Communication Technologies (ICTs) as a major driver for KM because they play a vital role in transforming knowledge from tacit to tacit, tacit to explicit, explicit to explicit, or explicit to tacit that enables an organization to have a competitive instrument for survival (Zvobgo, Chivivi, & Marufu, 2015). KM’s main idea in an organization is to employ technology, such as ICT, to effectively manage information and knowledge at the initial stage of KM. Pedersen (2005) states that ICT acceptance or adoption in the organization has three approaches; (1) diffusion approach, (2) adoption approach, and (3) domestication approach.

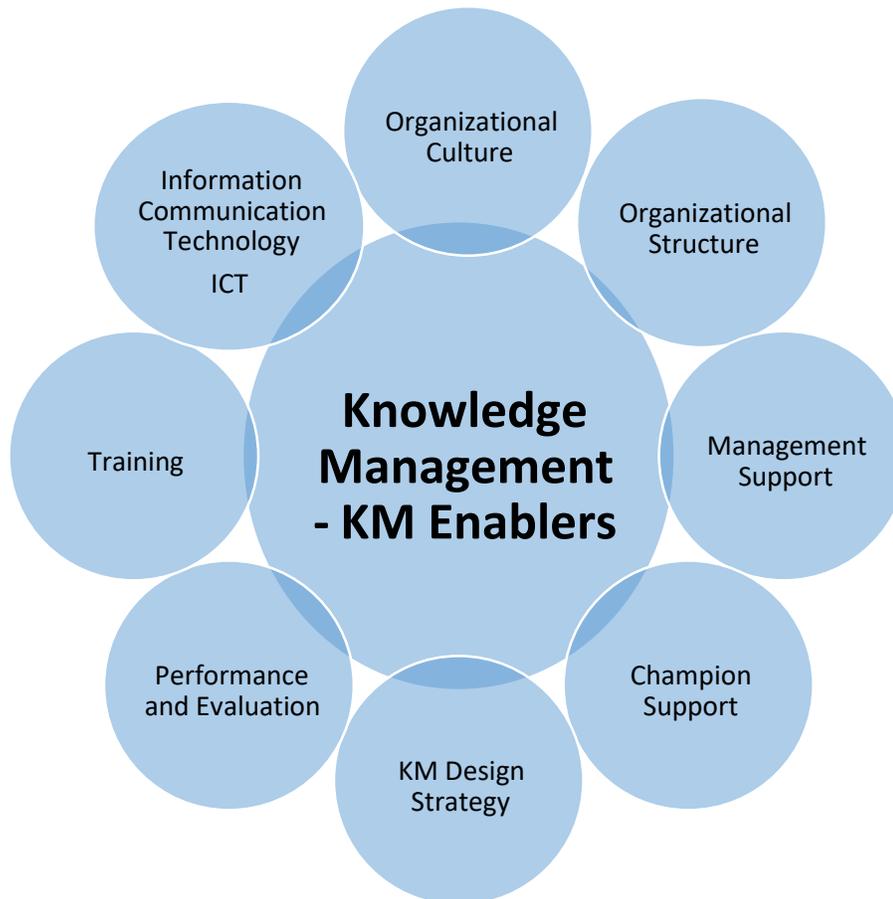
The diffusion approach explains the individual’s opinion and judgment in the context of media and interpersonal relations (Manueli, Latu, & Koh, 2007). The adoption approach clarifies the users’ adoption decision relating to different individual and social decision-making theories (Manueli, Latu, & Koh, 2007). The adoption approach advocates that users have some influential factors in using new technology, such as ease of use, perceived usefulness, external variables, and favorable intentions/attitudes. Scholars encourage user training on how to use and operate the technology to facilitate technology adoption. Technology adoption by itself does not make business or economic sense if organizations fail to train and educate users on the use and benefits of the new technology (Zvobgo, Chivivi, & Marufu, 2015). The domestication approach emphasizes the need to make technology an integral part of the individual’s everyday habits (Manueli, Latu, & Koh, 2007). Therefore, any change from these three approaches may result in resistance to the adoption of new technology (Zvobgo, Chivivi, & Marufu, 2015).

SN	Authors and Date	Knowledge Management Enablers
1.	(Allameh, Zare, & Davoodi, 2011)	Technology Structure Organizational Culture
2.	(Yang, Marlow, & Luc, 2009)	Organizational Structure Knowledge Management Culture Information Technology Support
3.	(Ede & Mohamed, 2011)	Leadership Strategy Organizational Culture Business Processes People Business Innovation Technology
4.	(Lee & Choi, 2003)	Organizational Culture Organizational Structure People IT
5.	(Migdadi, 2005)	Organizational Culture Organizational Structure People Transformational Leadership Information Technology Support
6.	(Kothari, Hovanec, Hastie, & Sibbald, 2011)	Organizational Culture Organizational Structure Management and Champion Support Design of KM Strategy Performance and Evaluation Training

7.	(Du Plessis, 2007a).	Organizational Culture Strategic Initiative Holistic Approach Top Management Support Business Case and Value Proposition Shared Understanding Technology Knowledge Ownership Communication Co-creation Performance Measurement Incentives and Rewards
8.	(Zvobgo, Chivivi, & Marufu, 2015)	Organizational Culture Organizational Learning Information Communication Technology Human Resource Management

Table 1: Knowledge Management (KM) Enablers

Figure 1 - The Eight (8) classes of Knowledge Management (KM) Enablers



KNOWLEDGE MANAGEMENT COMPONENTS

In the literature review, this study identified six (6) major components of KM: people, processes, technology, content/ information, governance, and strategy (see figure 2). The explanation of these KM components is as under:

1. **People** are the keepers of the knowledge who apply them to the organization (EESemi, 2005). Every organization needs people to lead, support, and sponsor knowledge activities such as knowledge sharing, creation, and dissemination. There are two kinds of people: Senior leaders who provide support and insight into broader organizational strategy, and cross-functional stakeholders who guide KM initiative implementation (Harper, 2019). KM must be prioritized within the organization, and a philosophy of sharing knowledge should be integrated into the minds of people of the organization (Hietala, 2019)
2. **Processes** are the flow of activities within the organization. Processes enable people to execute, create, store, capture, organize, and distribute knowledge (EESemi, 2005). Organizations need to define processes to manage and measure knowledge flows (Harper, 2019). Organizations should have a transparent system for all KM steps while also leaving room for innovation (Harper, 2019). The KM processes in organizations allow knowledge flow similar to a city water supply; once someone needs it, they immediately turn the tap. Therefore, the KM team should be like a city planner who knows everything about the steps of knowledge flow (Harper, 2019). The following are the recommended steps for KM teams to build into the organization's business processes (Harper, 2019).
 - a) **Create** new knowledge (this happens every day, all the time, across all areas of the business.)
 - b) **Identify** knowledge that is critical to strategy and operations.
 - c) **Collect** knowledge so it can be shared with others.
 - d) **Review** knowledge to evaluate its relevancy, accuracy, and applicability.
 - e) **Share** knowledge through documentation, informal posts, and collaborative activities.
 - f) **Access** knowledge through pull (e.g., search) and push (e.g., alerts) mechanisms.
 - g) **Use** knowledge to solve problems faster and make more informed decisions.
3. **Technology** includes the tools that support the implementation of KM in an organization. Technology enables people to find, search, share, and access various knowledge within KM. It also allows people to communicate better (Hietala, 2019). New technology improves the organization's performance by providing people with the correct information at the right time to make decisions. Technology is a significant player in integrating knowledge and organizational process to enhance performance and competitive advantages

(Abu Naser, Shobaki, & Abu Amuna, 2016). Experts believe people can share, create, and use content without KM, but it will not be easy to manage and reuse that content (Harper, 2019). With technology, people create this content where everyone within the organization can have access and reuse it, which accelerates the speed of knowledge transfer and creation.

4. **Content and information** refer to the process of connecting the right people to the right content at the right time (Harper, 2019). Content can be documented knowledge such as facts, data, and information that people extract the knowledge from (EESemi, 2005). The content can come from scrutinized best practices to tips shared amongst people in the organization. Similarly, an organization can reuse content such as templates, frequently asked questions, how-to-do lists and videos, and unstructured information (e.g., project documentation) (Harper, 2019). Experts in KM encourage organizations to have effective KM programs in workflows for content creation and vetting, organized content classifications and taxonomies, and technology tools that link people to the content. Modern organizations usually implement content management systems to facilitate teamwork, collaboration, explore innovations, and process automation to serve up content to employees (Harper, 2019).
5. **Governance** is about describing roles and responsibilities in KM initiatives within an organization. Governance is a structure of authority that ensures that a particular process's anticipated and predicted benefits are delivered (Zyngier, 2008). Organizations need to implement KM governance to meet their current and future needs. A study found that many organizations struggle to achieve an effective KM initiative. However, one major contributing factor to this struggle is ineffective governance implementation. Governance

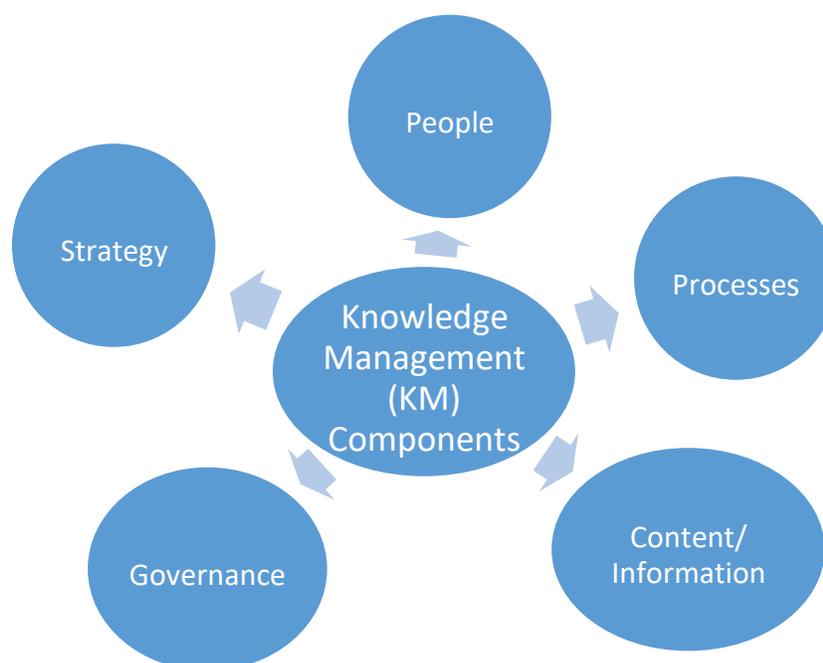
is about the roles and responsibilities in implementing the KM initiative, such as KM, guidance, training, procedures, and infrastructure. It also provides for necessary standardization, consistency, and efficiency of implementing the KM initiative (Hudson, Cohen, Ficks, & Steger, 2015). Governance must guide the initial implementation of KM initiatives and the ongoing control and authority of KM strategies. A governance framework provides risk management, review mechanisms, and financial accountability in implementing KM within an organization (Zyngier, 2008). A study suggested that the organization's governance must prioritize KM programs because without this governance, establishing KM strategies will be a battle (Hietala, 2019).

6. **Strategy** is the process of planning and projecting the organizational goal regarding the KM initiatives. Organizations need to have a clear and

standard strategy for using KM to achieve the business needs and goals (Harper, 2019). The KM strategy implementation must recognize opportunity, identify the problem, and set the purpose/objective for its knowledge strategy (Williams, 2016).

The KM strategy should also link to governance policy, organizational policy, environmental arrangements, and organizational cultures (Williams, 2016).

Figure 2 - The Components of Knowledge Management



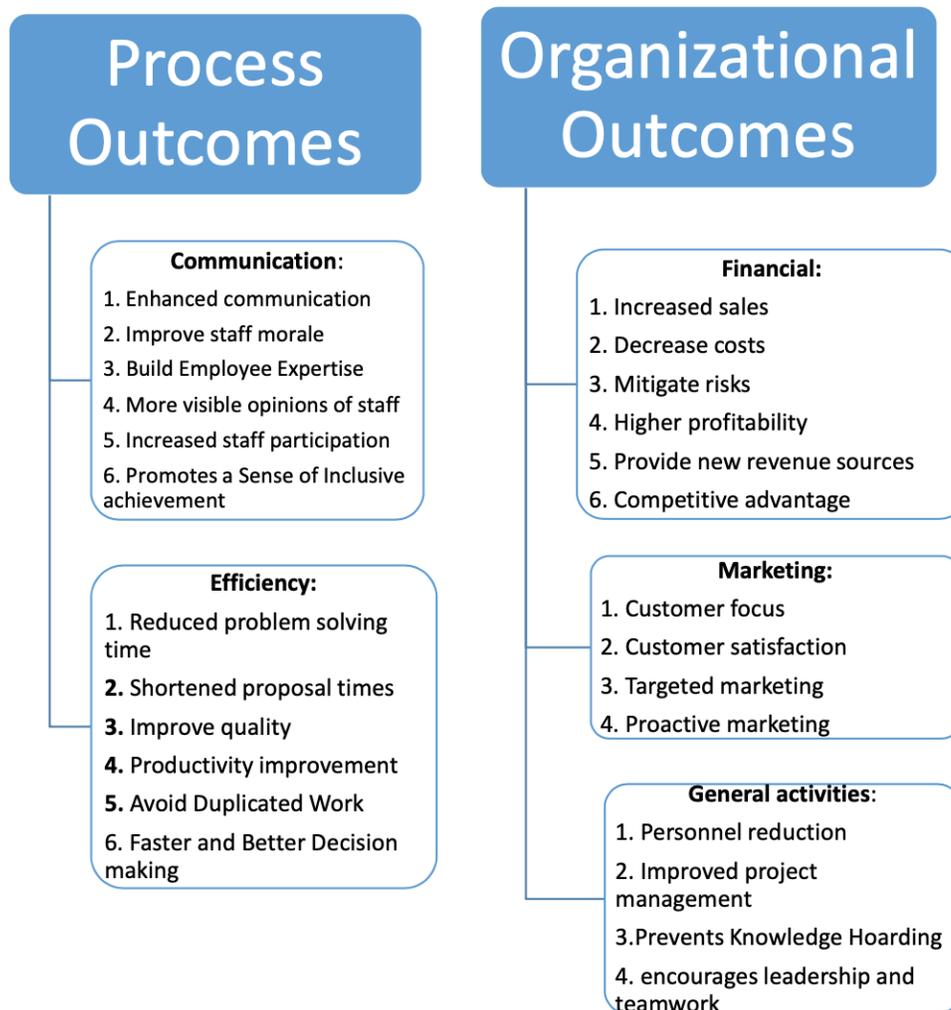
KNOWLEDGE MANAGEMENT BENEFITS

The implementation of Knowledge Management (KM) supports business organizations to achieve both process outcomes and organizational outcomes. Experts believe that the value of KM is not only producing knowledge as an end, but it also provides the desirable organizational benefits

(Alavi & Leidner, 1999)). For example, KM helps in process improvements (i.e., communication improvements or efficiency gains) and improved organizational performances (i.e., financial, marketing, and general activities.) Please refer to Figure 3 for more details

Figure 3 - Knowledge Management (KM) Benefits in Business Organizations.

Source: (Matthews, 2020; Govender & Pottas, 2007; Alavi & Leidner, 1999)



The process benefits of KM include saving time, shortening the proposal time for client engagements, improving project management, building employee expertise, enhancing communication, improvising staff morale, making the opinions of staff more visible, better serving the clients, reducing problem-solving time, and providing better measurement and accountability.

With proper management of process improvements, organizations can reduce cost in specific activities, increase sales, reduce personnel cost, increase profitability, lower inventory levels, guarantee consistent proposal terms for worldwide clients, and enhanced marketing-related outcomes (i.e., better-targeted marketing, locking-in customers, and what one respondent termed "proactive marketing"—approaching clients "for solutions to problems they don't even face"). In summary, the organizational benefits of KM include financial, marketing, and general environmental (Alavi & Leidner, 1999).

CONCLUSION AND FURTHER STUDIES

Knowledge Management (KM) is the systematic process for organizations to create, identify, capture, obtain, secure, share, and control knowledge. Therefore, organizations need to position and retain knowledge as a survival strategy and to gain a competitive edge. KM is a critical strategy that plays a vital role in an organization to accomplish organizational functions, operate, and succeed in the current global knowledge-based economy. Hence, for organizations to prosper and succeed in the current state of the knowledge-based economy, it is critical that they understand and exploit the role of KM.

The role of KM in an organization has been intensively studied with a significant focus on organizational innovation (Du Plessis, 2007b), process and intellectual capital (Abualoush, Masa'deh, Bataineh, & Alrowwad, 2018), competitiveness (Sedziuviene & Vveinhardt, 2010), human capital benefits and transformational leadership (Birasnav, Rangnekar, & Dalpati, 2011), practice and strategy (Dayan, Heisig, & Matos, 2017; Ruggles, 1998), effectiveness (Zheng, Yang, & McLean, 2010), performance (Darroch, 2005), and learning capacity (Massingham & Diment, 2009). From the general idea of the roles of KM in an organization, one can conclude that KM has become an integral part of organizational success in today's knowledge-based global economies.

Therefore, organizations need to understand and implement KM strategies to succeed. The successful implementation of KM within an organization will require a detailed and comprehensive understanding of KM enablers, components, and benefits. However, a survey of current research reveals that KM enablers, components, and benefits are studied individually and not in a comprehensive fashion. This paper has successfully integrated them into a single point of access with a comprehensive literature survey.

For further studies, this study recommends examining KM's role using empirical studies, especially in determining the impact of KM enablers, components, and benefits.

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